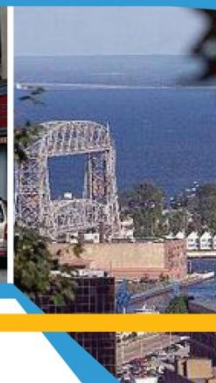


# DOWNTOWN DULUTH, MN

## Parking Expert Panel



Presented by: **Parking Panel Initial Recommendations**  
SEPTEMBER 2010 | Prepared for: Greater Downtown Council and the City of Duluth

# Panel Purpose

- Examine and assess current parking issues in downtown Duluth, especially as they will be affected by the proposed changes in the parking system
- Discuss and compare best practices and successful parking strategies employed by other cities, particularly with regard to downtown office, tourism, residential and retail development





# Panel Purpose



- Evaluate the advantages and disadvantages of collaborative strategies
- Identify opportunities for new initiatives; and ways that such programs, if initiated, can be sustained.
- **Civitas Consultants will develop an action plan from the findings and recommendations of the Panel.**

# PANELIST INTRODUCTIONS





## Panelist Bios

### **Mr. David Feehan**, President Civitas Consultants, LLC

- ❑ David Feehan, currently president of Civitas Consultants, LLC, is a world-recognized expert in downtown revitalization.
- ❑ For more than 40 years, he has provided leadership and management to successful downtown and business district organizations, founded and directed a technical assistance center for community development organizations and a public policy organization, authored numerous books and articles, and taught at two universities.
- ❑ He has served on numerous boards of directors, and has chaired the boards of the International Downtown Association, the Responsible Hospitality Institute, and other organizations.



## Panelist Bios

**Ms. Anne Guest**, Director, Missoula Parking Commission  
City of Missoula, Montana

- ❑ For the past 17 years, she has served as Director of the Missoula Parking Commission. She oversees all the operations of a well established parking program in a city with a very successful downtown.
- ❑ The Parking Commission is an enterprise fund and has a history of being very progressive in its operations. During her tenure, she has seen the Commission grow to become a significant partner in economic development for downtown Missoula.
- ❑ The Missoula Parking Commission is a major funding partner for the recently completed Missoula Downtown Master Plan.
- ❑ Professionally, Anne is currently a member of the Board of Directors of the Pacific Intermountain Parking & Transportation Association (PIPTA) and was the founding member of the Missoula Ravalli Transportation Management Association (MRTMA) as well as Missoula In Motion, an organization committed to providing alternative transportation options.



## Panelist Bios

**Mr. Randy Hensley**, Director of Parking Services  
City of Fort Collins, Colorado

- ❑ Fort Collins is a rapidly growing city of 130,000 located in the North Front Range area, about an hour north of the Denver metropolis.
  - ❑ It is known for its progressive and comprehensive planning, with an emphasis on the integration of land-use and transportation issues.
- ❑ He manages a combined budget of \$2.9 million (\$1.8 million in Parking and \$1.1 million in Planning, exclusive of projects) with a dedicated staff consisting of 18 full-timers and 15 part-timers.
- ❑ Fort Collins updated its Downtown Strategic Plan, including a complete re-work of its Downtown Parking Plan.
  - ❑ Randy was directly responsible for insuring that parking became a major focus of the downtown plan, which is a market-driven approach to insure the continued vitality of the downtown retail core while leveraging key redevelopment sites and protecting nearby residential neighborhoods.





# Panelist Bios

**Mr. Max Clark**, Parking & Facilities Director  
Capital City Development Corporation, Boise, Idaho

- ❑ Max Clark is the parking & facilities director for Capital City Development Corporation in Boise, Idaho.
- ❑ CCDC is Boise city's urban redevelopment agency. Boise has a population of 215,000 people with some 44,000 people working downtown on a daily basis.
- ❑ Max has been with CCDC since January of 2001. He manages the off-street public parking system in downtown Boise, consisting of 3,400 spaces in 8 garages and 1 surface lot.
- ❑ In addition to his parking responsibilities, Max maintains the agency's physical assets and most of the downtown's streetscapes.



## Panelist Bios

**Mr. Dennis Burns, CAPP**, Senior Practice Builder and Regional Vice President  
Kimley-Horn and Associates, Inc.

- ❑ Mr. Burns is a Senior Practice Builder and Regional Vice President for Kimley-Horn and Associates, Inc. and has over 29 years of parking operations, management and consulting experience.
- ❑ In the past several years, Mr. Burns has lead national and international research and analysis efforts in the areas of:
  - ❑ Parking system strategic planning,
  - ❑ “Smart parking” system development
  - ❑ Innovative parking district development models
  - ❑ Parking and transportation program integration and
  - ❑ Urban space management concepts
- ❑ Mr. Burns has recently been involved in several parking system monetization efforts advising Cities on how to more effectively prepare for and influence the parking system privatization process.



# Initial Impressions





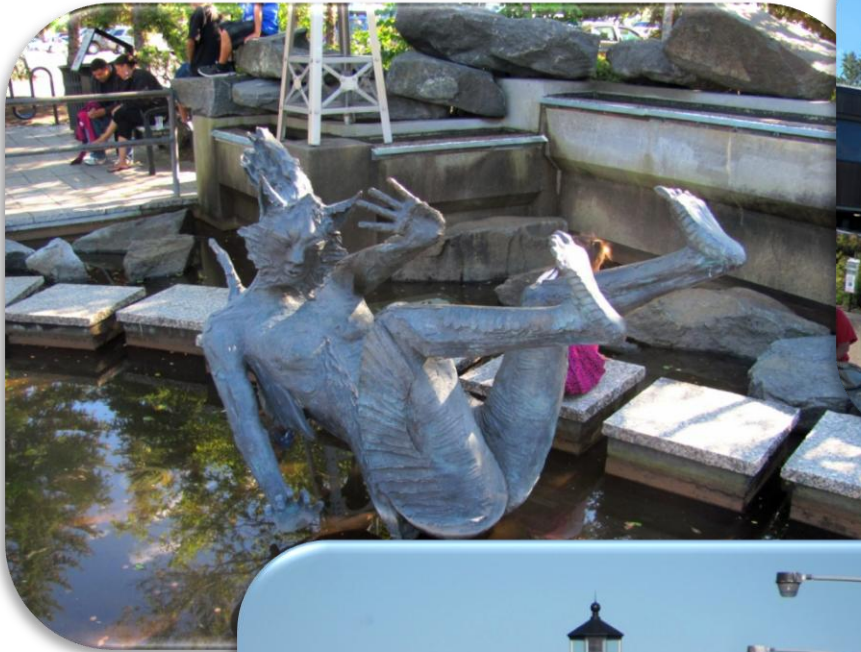
# Initial Impressions



## Canal Park and Tourism



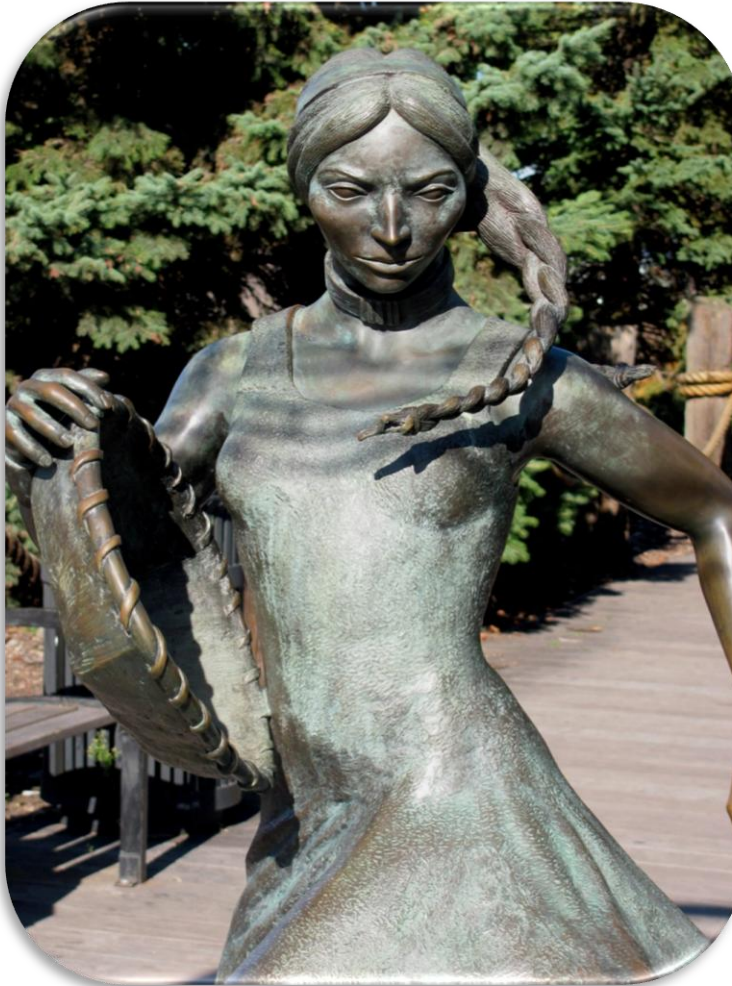
# Initial Impressions



## Canal Park and Tourism



# Initial Impressions



Public Art





# Initial Impressions



Public Art





# Initial Impressions



## Tourism and Retail Parking





# Initial Impressions



## Tourism and Retail Parking





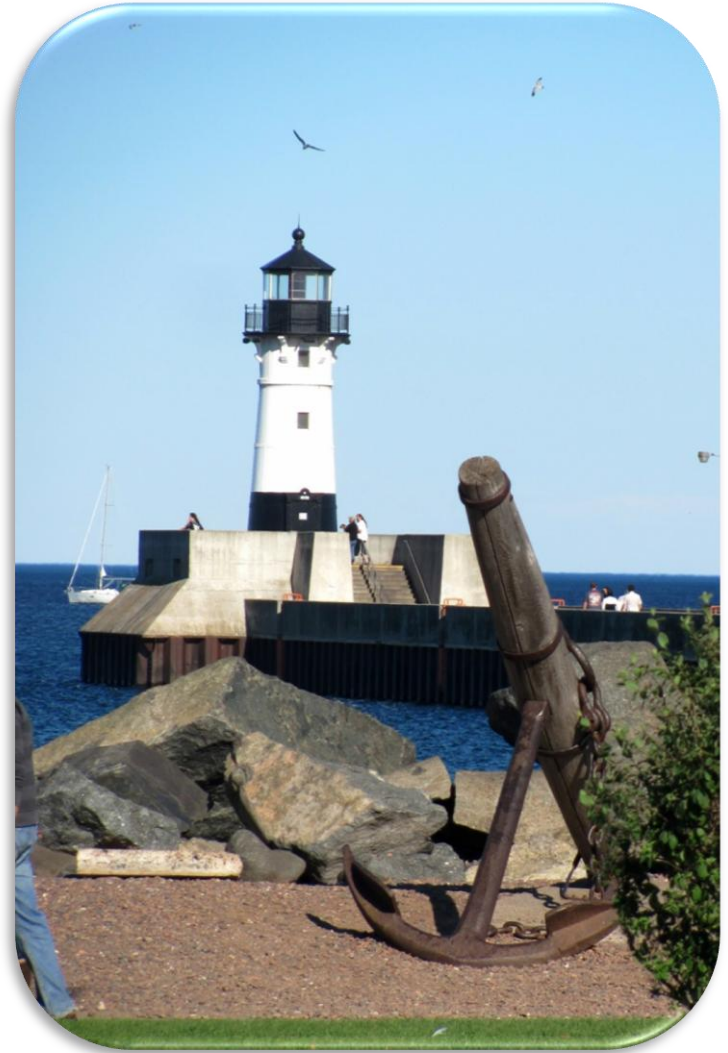
# Initial Impressions



## Water Front Access & Public Art



# Initial Impressions



Tourism and Retail



# Initial Impressions

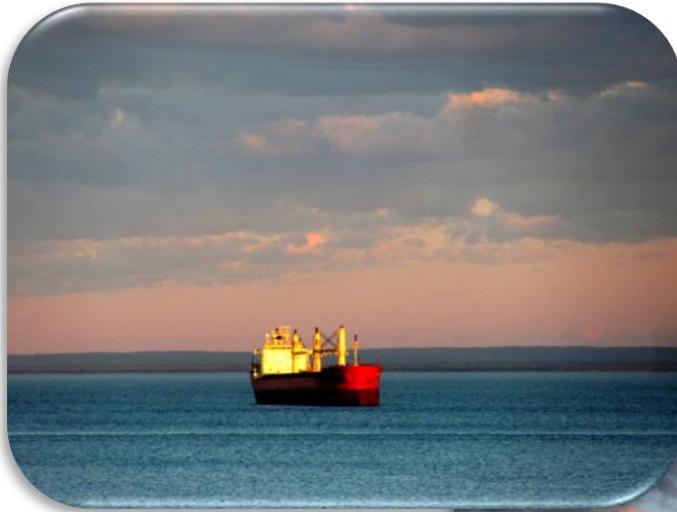


## Strategic Reinvestment





# Initial Impressions



## Shipping and Harbor



# Initial Impressions



## Strategic Reinvestment





# Initial Impressions



## Recreational Boating





# Initial Impressions



Shipping



# Initial Impressions

## Architectural Assets





# Initial Impressions



## Architectural Assets





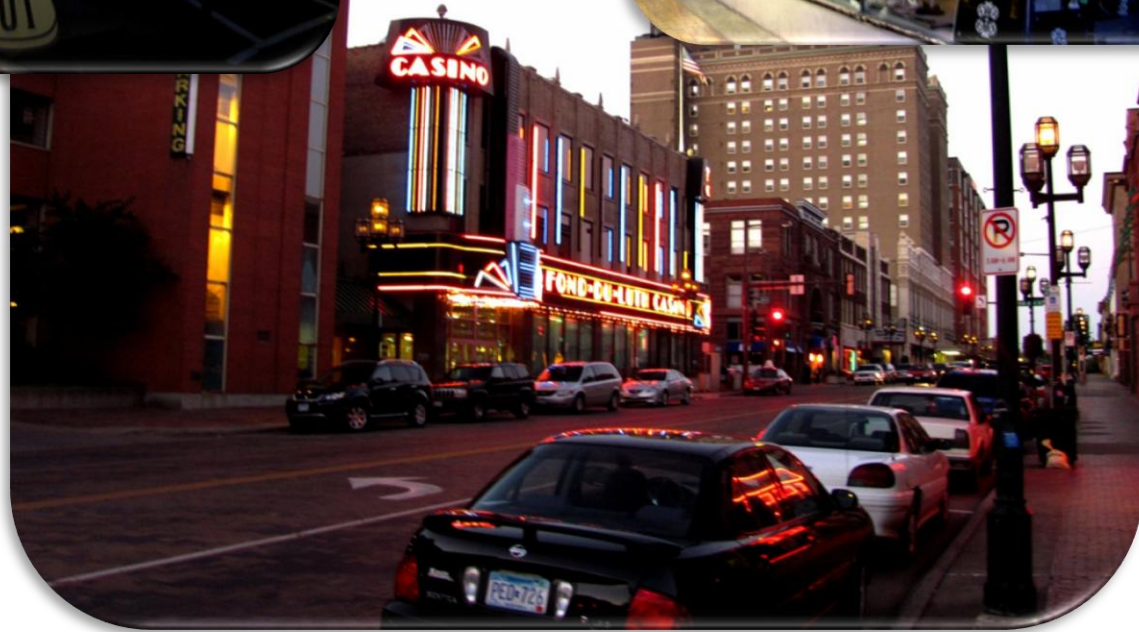
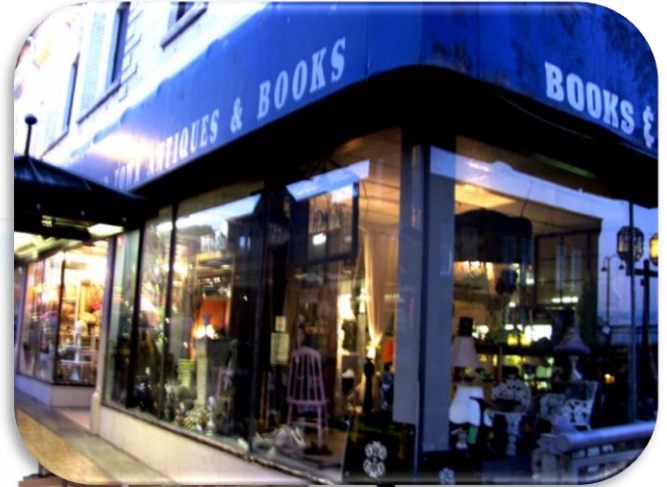
# Initial Impressions



Architectural Assets



# Initial Impressions



## Entertainment District and Retail





# Initial Impressions



On-Street Parking



# Initial Impressions



## Signage and Wayfinding





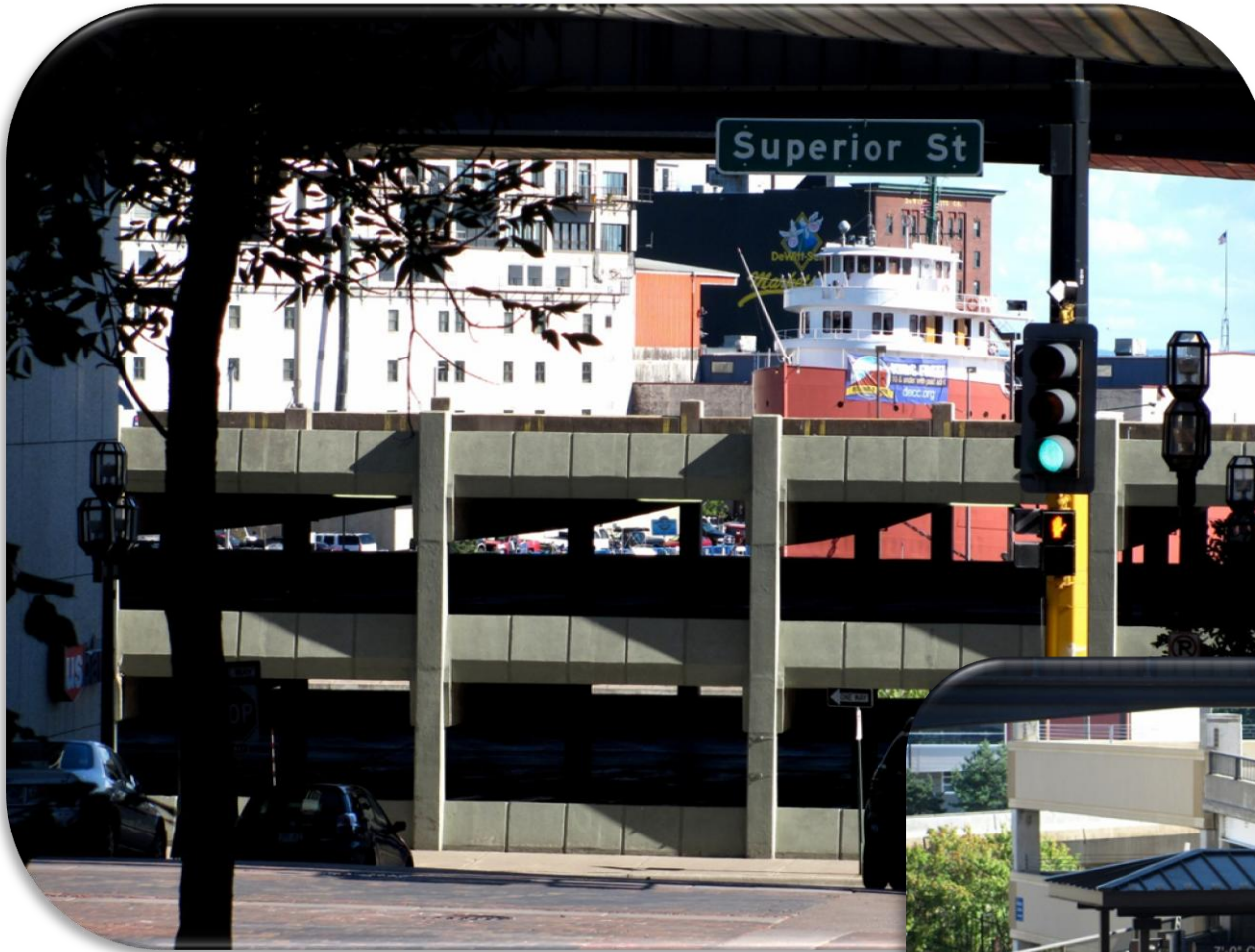
# Initial Impressions



## Parking Policy



# Initial Impressions



## Parking Assets





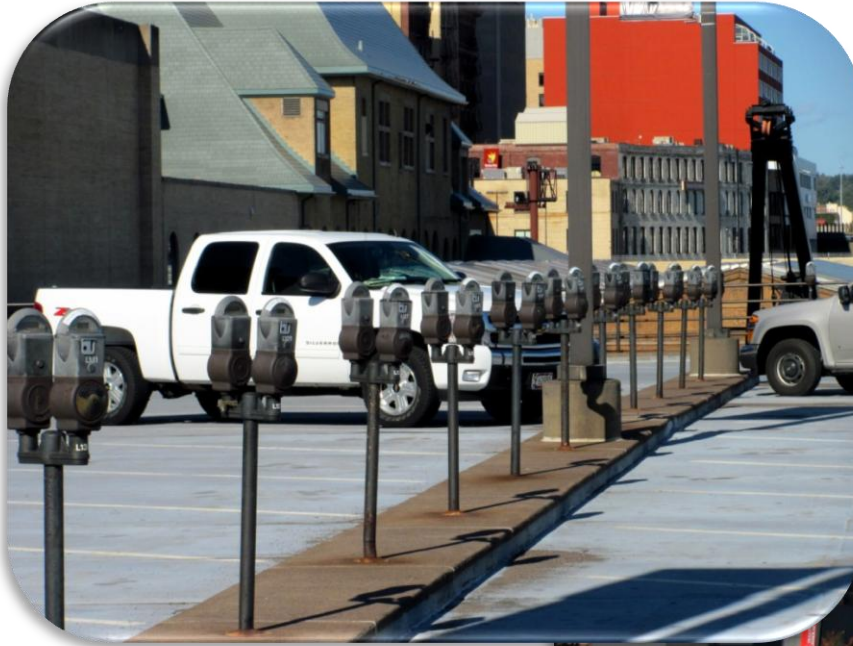
# Initial Impressions



## Aging Infrastructure



# Initial Impressions

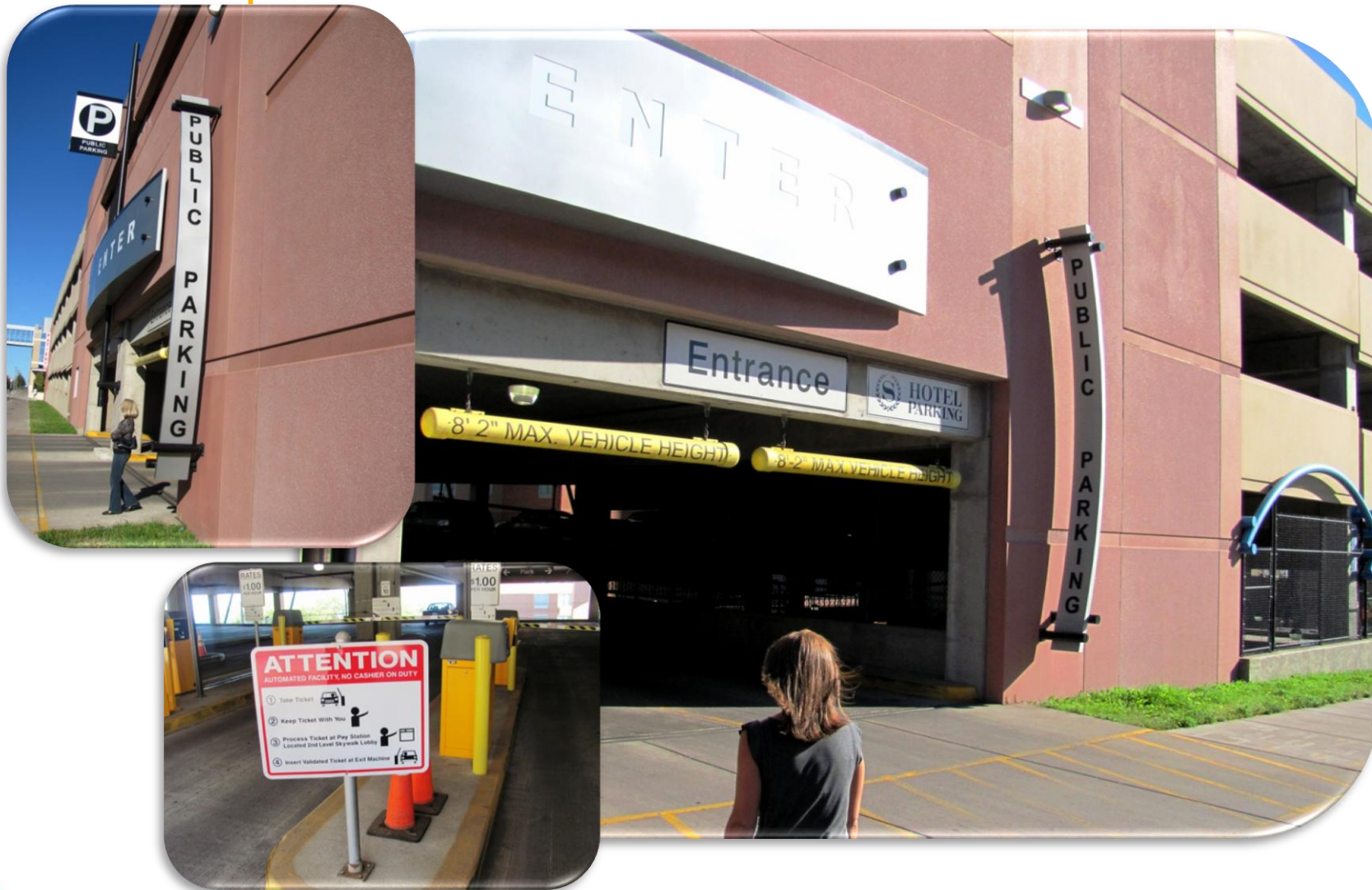


## Aging Infrastructure





# Initial Impressions



## Parking Infrastructure Investment



# Initial Impressions



## Parking Technology





# Initial Impressions



## Parking Assets



# Initial Impressions



## Parking Technology





# Initial Impressions



## Multi-modal Solutions



# Panel Process

- Background Information Review
- Orientation & Tour
- Community Stakeholder Meeting
- Focus Groups & Interviews
- Panel Observations
- Analysis and Conclusions
- Draft Recommendations
- Preliminary Report Presentation





# Panel Assessment



# Panel Assessment





# Program Assessment





# Panel Assessment





# Program Assessment



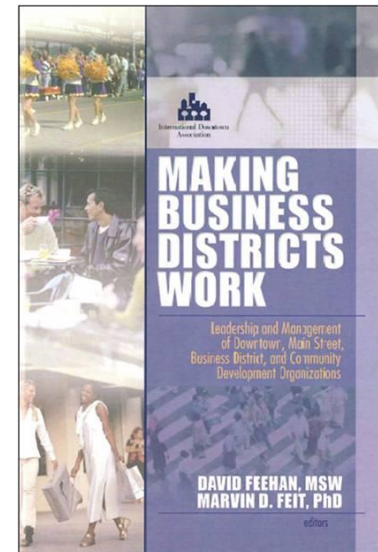
# Program Assessment





# 20 Characteristics of Effective Parking Programs

1. Vision and Mission
2. Parking Philosophy/Guiding Principles
3. Parking Planning
4. Community Involvement
5. Appropriate Organization
6. Staff Development and Training
7. Safety, Security and Risk Management
8. Effective Communications
9. Consolidated Parking Program
10. Financial Reporting and Planning
11. Strategic Parking Management
12. Operational Efficiency
13. Facilities Maintenance Programs
14. Effective Use of Technology
15. Parking System Marketing and Promotion
16. Positive Customer Service Programs
17. Special Events Parking Programs
18. Parking Enforcement
19. Parking and Transportation Demand Management
20. Awareness of Competitive Environment



# Observation Categories

- Community Attributes & Assets
- Focus/Commitment/Leadership
- Organization
- Community Systems – External
- Operational Expertise/Technology
- Planning/Strategy/Vision/Goals
- Finances
- Communications/Marketing





# Conclusions

- Attributes and Assets
  - Duluth is blessed with outstanding natural assets and a committed spirited group of people passionate about Downtown.  
(Eds, Beds & Meds!)
  - However, the City, like many other cities, has had to face real challenges – a slow growing population and economy, deteriorating infrastructure and deficits created by the economic recession.



# Conclusions

- Focus/Communication/Leadership
  - Community leaders, public and private, recognize that problems exist and are looking for positive solutions.
  - City staff and leadership are trying to make the best decisions they can within the current organizational framework.





# Conclusions

- Organization
  - Duluth needs a unified parking organization, which may be located within or outside the City structure, to lead and manage all aspects of parking in the City with a special focus on downtown.
    - Option – separate downtown from other, e.g. neighborhood parking.



# Conclusions

- System
  - External partners and potential partners have difficulty because of the current fragmented organizational structure.
  - Creating an effective, unified parking organization will help leverage many opportunities.





# Conclusions

- Parking Operations & Technology Expertise
  - Unifying management will coordinate all aspects of an effective parking management program including customer service, technology, parking access/revenue control, facility maintenance, etc.
  - The panel heard a range of problems and will provide specific recommendations; however creating a fundamentally well-structured organization is foremost.



# Conclusions

- Planning/Strategy: Vision/Goals/Objectives
  - An organizational plan and vision is necessary to guide the creation of a new parking system. Public and private downtown leaders should collaborate to determine direction, measurable objectives and ways to measure success.





# Conclusions

- Finances
  - Experience strongly suggests that if done right, these steps will increase net revenues and provide a more solid financial foundation.
  - Current parking system transfers to the general fund could be maintained until such time as they are not needed.
  - Increased parking revenues should be reinvested in parking system improvements.



# Conclusions

- Finances
  - We believe that the City will benefit from increased sales tax, property tax and fee revenues and will experience savings as a result of improved operational efficiencies.
  - It should be noted that some increased investment on the front end will be necessary (ramp interior enhancements, staffing parking ramps, purchasing new meters, consideration of a “first hour free program” for off-street parking, enhancing facility signage, etc.)





# Conclusions

- Communications & Marketing
  - The panel heard negative perceptions and frustrations regarding current parking operations and policies from many stakeholders.
  - There is a need to provide more effective and consistent communication with parking system customers, downtown stakeholders, current and potential investors and others.



# Recommendations

- General Recommendations
  - The leaders of the City – Mayor, City Council, and Parking Advisory Commission – will need to give parking management high priority and sufficient attention. **CHANGE IS NEEDED!**
  - Collaboration – bridge building and fence mending will help to leverage private sector resources in meaningful and positive ways.





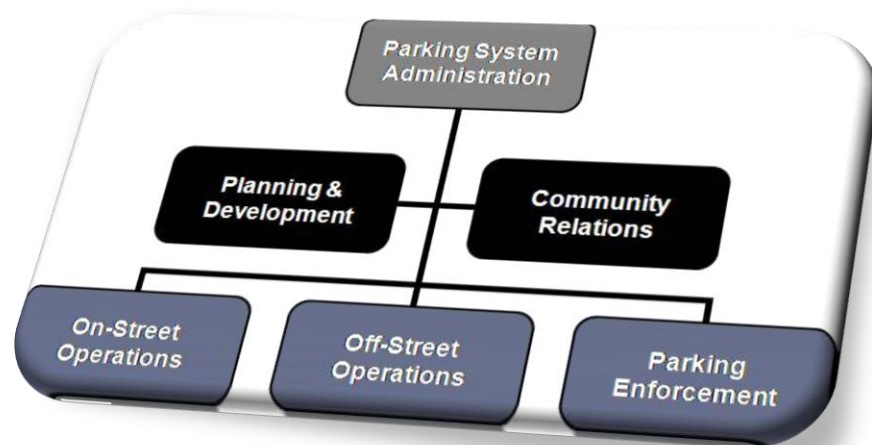
# Recommendations

- General Recommendations
  - The City must be open and transparent about all its parking activities, including operational and financial reporting.
  - The parking system should refocus.
    - Shift from a revenue and enforcement orientation to a customer service and economic development orientation.
    - Shift from a tactical orientation to a strategic orientation.



# Recommendations

- Specific Strategic Recommendations
  - Create a parking organization/management structure using one of three options:
    - Parking Authority
    - Unified City Department
    - Non-Profit Organization e.g. GDC





# Recommendations

- Specific Strategic Recommendations
  - Improve conditions and technology where necessary in public parking facilities to improve the customer experience.
    - Replace or augment automated parking equipment with attended parking
    - Increase maintenance
    - Add customer amenities
    - Identify opportunities for enhanced public facility signage



# Recommendations

- Specific Strategic Recommendations
  - Parking Management Strategies
    - Increase on-street rates and offer “first hour free” in ramps
    - Use validation coupons valid for “2<sup>nd</sup> Hour Free”, in conjunction with the new recommended “First Hour Free” program.
    - Offer discounts for employees on top floor of ramps
    - Provide free parking on evenings and weekends for ramps
      - Evaluate on-street parking as well





# Recommendations

- Specific Strategic Recommendations
  - Parking Management Strategies
    - Implement credit card meters and pay-by-cell options.
    - Reconfigure on-street time limits for Streets/Avenues.
      - Streets – shorter time limits than Avenues
    - Use enforcement to deter employee abuse.
    - Add more 2 hour parking time limits on meters coupled with enhancement enforcement (more staff, new technologies.)



# Recommendations

- Specific Strategic Recommendations
  - Parking Management Strategies
    - Educate employers about parking options.
    - Simplify enforcement categories and clarify regulations.
    - Incentivize disabled parkers to use ramps.
    - Seasonality – Canal Park
      - Provide differential management strategies for unique districts
      - Encourage communication and collaboration with district stakeholders





# Recommendations

- Specific Strategic Recommendations
  - Parking Organizational Recommendations
    - Recruit, hire and compensate an experienced successful, effective leader with a demonstrated track record - who's only job is to manage parking
    - Provide adequate staffing to accomplish the mission.
  - Marketing and Communications
    - Provide an adequate marketing and communications budget.
    - Create a parking brand.
    - Name the ramps (Facility identifiers.)
    - Create a parking web site.

